
Goal: GOVERNMENTAL EXCELLENCE AND EFFECTIVENESS

Desired Community Condition(s)

Competent, well-trained motivated employees contribute to the achievement of City goals and objectives.

Program Strategy: PERSONNEL SERVICES

47501

Provide employment services to the general public, effective personnel administration within the city service, and compliance with City policies and ordinances.

Department: HUMAN RESOURCES

Service Activities

Administration

Employment

Employee Relations

Employee Equity

Compensation

Employment Testing

Training and Organizational Excellence

Strategy Purpose and Description

The Human Resources Department's mission is to provide services that support an integrated human resource system, which aligns with the City's five-year goals and objectives.

Human resources include:

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Administration (Provide effective personnel administration & compliance with Personnel Rules and Regulations, Merit System Ordinance, collective bargaining agreements and City Council protocols)

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Insurance and Benefit (Maximization of benefit services to employees, consultation for retirement benefits, administration of insurances and benefits, fiscal administration, and oversight)

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Employment (Recruitment, selection, and retention of employees; provide information/education on employment policy and procedures to customers.)

Compensation (Competitive compensation programs, equitable classification and ongoing communication and service.)

Testing (Development, validation, and administration of entry-level and promotional examinations for public safety departments; administration of pre-employment examinations)

Training (New Employee Orientation, Employee and career development/training including in-service skill training programs, leadership and management training programs, and consultation services for organizational development/design)

Employee Relations: (Promotion of cooperative labor/management relations, contract negotiations, resolution of employee relations issues, and coordination of compliance)

Employee Equity: (Investigation of employee and customer complaints, department and employee consultation on personnel issues, and ADA compliance.)

Primary customers: City employees, departments, external applicants for employment, internal applicants for transfer and/or promotion, and constituents accessing City services.

Current state of customer conditions: Customer satisfaction is moderate to good overall.

Customer conditions being addressed:

*Continued automation of manual processes

*Development and implementation of tiered management/leadership training programs

*Continued consultation, training, and investigation to support employee equity and minimize City liability

*Continued evaluation of employee benefits to maximize the value of total employee compensation

Changes and Key Initiatives

To complete the implementation of Phase I of FLSA study for M series positions and initiate Phase II.

Development of a pre-supervisory curriculum for employees seeking promotion to the supervisory level.

To coordinate SHRM study groups for HR staff and support attainment of PHR and/or SPHR national professional HR certifications to enhance the professional knowledge and skill level of employees responsible for personnel administration.

To continue to review and maintain job descriptions and a sound classification plan.

To update the HR Procedures Manual as needed and provide training to client departments to ensure consistent processing of personnel actions.

To provide citywide training on the Personnel Rules and Regulations and Bargaining Unit contracts.

To develop and expand the services provided by the Employee Equity Office and the Office of Employee Relations.

Automate manual processes

Evaluate HR Procedures and update as needed.

Collaborate with City departments to better ensure consistency with the MSO, Personnel Rules & Regulations and bargaining unit contracts.

Enhance the capability and effectiveness of the Employee Equity Office.

Further develop multifaceted approaches to employee development & training.

Priority Objectives

Fiscal Year Priority Objectives

2005 OBJECTIVE 1. Deploy the Employee Work Plan System department by department, so that at least 50% of all departments have implemented the EWP process department wide by the end of FY/05.
OBJECTIVE 2. Develop a pilot web-based human resource portal that allows access by City departments, all City employees and external customers to on-line Human Resource Department services, transactions, and information, including employment, insurance and benefits, and training by the end of FY/05.

Input Measure (\$000's)

2001	110	110 GENERAL FUND	1,780
2001	705	705 RISK MANAGEMENT FUND	68
2002	110	110 GENERAL FUND	1,889
2003	110	110 GENERAL FUND	2,134
2004	110	110 GENERAL FUND	2,194
2005	110	110 GENERAL FUND	2,171

Strategy Outcome	Measure	Year	Project	Mid Year	Actual	Notes
Rating of overall customer satisfaction	A City-Wide Customer Satisfaction Survey was conducted in FY00 to measure the employees' satisfaction with the services provided by the Human Resources Department.	2001			see notes	FY/02: 80% of overall customer satisfaction
						FY/01: 77% fo overall customer satisfaction
		2002	80%			

		2003	see notes		Survey to be done in May 2003.
To determine the level of overall customer satisfaction.	<i>A City-wide customer satisfaction survey executed during open enrollment to measure employee satisfaction with services provided by the Human Resources Department.</i>	2004	TBD	TBD	Customer Satisfaction Response system deployed in FY05
		2005	TBD		

Goal: **GOVERNMENTAL EXCELLENCE AND EFFECTIVENESS**

Parent Program Strategy: PERSONNEL SERVICES

Department: **HUMAN RESOURCES**

Service Activity: Administration

4710000

Service Activity Purpose and Description

The administrative function in the Human Resources Department is responsible for providing guidance and direction to all Divisions: Employment, Classification & Compensation, Testing, Training, Insurance & Benefits, Employee Relations and the Employee Equity Office. Our mission is to disseminate, maintain and interpret the Personnel Rules and Regulations, to ensure that all personnel actions are processed in accordance with the governing federal, state and city laws. To enhance services to employees and client departments, to provide for and encourage personal and professional development, to work to ensure employee equity and to minimize City liability.

Primary Customers are comprised of citizen applicants, city employees, all levels of city administration, other governmental agencies and the public at large.

Customer Conditions: Positive

Changes and Key Initiatives

Reorganize the department structure to facilitate workflow to meet changing fiscal and customer conditions.

Monitor the allocation and distribution of department resources (personnel and fiscal) in order to support processes to meet customer demands.

Assume City-wide oversight and administration of Family Medical Leave (FMLA).

On-going review and update of City-wide policies and procedures.

Input Measure (\$000's)

2002	110	110 GENERAL FUND	362
2003	110	110 GENERAL FUND	559
2004	110	110 GENERAL FUND	413
2005	110	110 GENERAL FUND	421

Strategic Accomplishments

Strategic accomplishments are embedded within each service activity.

<i>Output Measures</i>	<i>Year</i>	<i>Projected</i>	<i>Mid-Year</i>	<i>Actual</i>	<i>Notes</i>
Number of City-wide Family Medical Leave (FMLA) requests processed.	2005	1000			<i>This is a new measure that will establish the baseline. This is a new activity that was recently assumed by HRD.</i>

<i>Output Measures</i>	<i>Year</i>	<i>Projected</i>	<i>Mid-Year</i>	<i>Actual</i>	<i>Notes</i>
Number of Personnel Board Hearings attended to provide HR consultation to the board.	2005	TBD			<i>This is a new measure baseline to be established.</i>

<i>Output Measures</i>	<i>Year</i>	<i>Projected</i>	<i>Mid-Year</i>	<i>Actual</i>	<i>Notes</i>
Number of Labor Management Board Hearings attended to provide HR consultation to the board.	2005	TBD			<i>New measure baseline to be established.</i>

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Number of City Bargaining Agreement Grievance Hearings attended to provide HR consultation to the board.	2005	TBD			Baseline to be established.

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Number of policy and compliance consultations provided to various customers.	2005	TBD			New measure to establish baseline.

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
Provide supervisory training.	2001				100% of city supervisors/administrators will be trained on the new rules
	2002	see notes			100% of city supervisors/administrators will be trained on the new rules
	2003	see notes			100% of city supervisors/administrators will be trained on the new rules

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
Use of automated Application Update.	2001			10%	100% of employees will submit their applications electronically
	2002	see notes			100% of employees will submit their applications electronically
	2003	see notes		100%	100% of employees will submit their applications electronically

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
Use of automated B3 process.	2001			100%	Target is 100% of B3 requests will be processed through the automated system
Use of automated B3 process.	2002	see notes			100% of B3 requests will be processed through the automated system
	2003	see notes		100%	100% of B3 requests will be processed through the automated system

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
% of program strategies under budget appropriation, or less than 5% or \$100,000 over	2001	100%		100% (1/1)	
	2002	100%		100% (1/1)	
	2003	100%		100% (1/1)	

2004	100%	100%
2005	100%	

Goal:**GOVERNMENTAL EXCELLENCE AND
EFFECTIVENESS****Parent Program Strategy:** PERSONNEL SERVICES**Department:** *HUMAN RESOURCES***Service Activity:** Employment**4720000*****Service Activity Purpose and Description***

Services Delivered: The employment division recruits, selects, and works to retain a diversified, professional staff.

Primary Customers: City employees, Departments, Applicants

Customer Conditions: Positive.

Changes and Key Initiatives

In conjunction with ISD enhancement and maintenance of the integrated B-3/P-1 system. Streamlining operating process as well as providing better statistical analysis and reporting capabilities.

Enhancement of record keeping and reporting capability for employment processes.

In conjunction with ISD development of a new automated job advertisement program to provide subscription service to internal and external customers.

In conjunction with ISD have developed and will be implementing an on-line submittal and approval process for the recommendations for Hire Approval Forms

In conjunction with ISD have developed and will be implementing a submittal process for the bid/qualification sheet.

In conjunction with ISD developing a program which would display the status of all applications submitted online.

In conjunction with ISD developing a status document which will capture time frames, demographics, and quantity stats on all applications submitted. This will provide us with information which will enable us to make better business decision for improvements for our future.

In conjunction with OMB and department representatives, conducting an extensive project to improve the staffing process in order to reduce the vacancy rate and the time and effort required to fill a vacancy.

In conjunction with ISD enhancement of the summer hire database application system

In conjunction with ISD enhancement of the advertisement program to reduce the price of advertisements sent to the Journal.

Input Measure (\$000's)

2002	110	110 GENERAL FUND	482
2003	110	110 GENERAL FUND	476
2004	110	110 GENERAL FUND	466
2005	110	110 GENERAL FUND	447

Strategic Accomplishments

FY02: Automation of application and qualifying process

FY03: Intergrated the B-3 with the P-1

FY 03: In conjunction with ISD developed and implemented an on-line application and qualifying process for the Fire Academy cadet classes. This process reduced the time required for open enrollment and eliminated the manual process, thus reducing recruitment costs.

FY03: In conjunction with ISD developed an on-line application and qualifying process for our seasonal/summer hires. This process allows us to provide our customers a convenient and cost effective service.

FY03: In conjunction with ISD development of an on-line job announcement notification process, which would immediately notify all City departments of current job advertisements. Electronic notification would reduce personnel and supply costs.

FY01: Review/qualify applicants process has been modified to only qualify the selected applicant process- 2,000 applicants selected.

Output Measures***Year******Projected******Mid-Year******Actual******Notes***

# of B-3's* Processed	2001			1,700	
	2002	2,700		1000	
# of B-3's* Processed					
# of Positions Released	2003	1,700		Delete Measure	No longer a measure

Output Measures	Year	Projected	Mid-Year	Actual	Notes
# of new employees processed	2001			2,525	
	2002	2,550		2110	
# of new employees processed					
# of new employees processed	2003	1500		645	523 Seasonal 122 Classified
	2004	1,000	317	1124	
	2005	1,000			

Output Measures	Year	Projected	Mid-Year	Actual	Notes
# of positions advertised internally	2001			347	
	2002	800		653	
# of positions advertised internally					
# of positions advertised internally	2003	1000		428	
	2004	1000	417	988	
	2005	1000			

Output Measures	Year	Projected	Mid-Year	Actual	Notes
# of positions advertised through outside media	2001			103	
	2002	400		245	
# of positions advertised through outside media					
# of positions advertised through outside media	2003	500	150	245	
	2004	500	305	717	First Quarter 134
	2005	500			

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Complete automation of B-3	2001			Phase I	
	2002	Phase I		Completed	
Complete automation of B-3					

Output Measures	Year	Projected	Mid-Year	Actual	Notes
	2002	see notes		2200	2,000 # of applicants selected)
Review/Qualify Applicants Process has been modified to only Qualify the Selected Applicant Process.					

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Review/Qualify Applicants Process has been modified to only Qualify the Selected Applicant Process.	2001			4,000	2,000 # of applicants selected)
	2003			Delete duplicate measure	

Output Measures	Year	Projected	Mid-Year	Actual	Notes
# of personnel folders reviewed (Process has been modified by an Application Update Process. New process provides current applicant data and reduces the need to pull all personnel folders of each position.)	2001			3,000	
	2002	2,000		1000	
	2003	1,000	500	1775	Public Records Requests, Employee Requests, Supervisors requests. Files charged in & Out
	2004	1,000	400	1000	
	2005	800			

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Complete automation of application update form	2001			Phase I	
	2002	Phase II		Completed	

Output Measures	Year	Projected	Mid-Year	Actual	Notes
# of Newly Hires employees	2003	1000		696	122 Classified positions 523 Seasonal 30 Fire Class 66 21 Fire Class 65

Output Measures	Year	Projected	Mid-Year	Actual	Notes
#of Terminated Employees	2003	1600		1192	FY03 Terminations: 1192 BL=88 BS=31 BT=7 CL=78 FD=16 JS=65 JT=1 MN=40 MO=31 MP=69 MT=29 OS=4 PD=70 UN=663
	2004	1600	1105	1316	Mid year: 1105 BSeries= 58, MOSeries=17, Clerica=46 Elected= 3 Fire=20 JSeries=44 Mgmt=132 OpenSpace=2 PD=55 Unclassified=728 First Quarter: 762 BSeries=26 CSeries=21 BS.Series=7 Fire=7 JSeries=17 MNSeries=12 MOSeries=8 MPSeries=23 PD=18 Unclassified=625
	2005	1600			

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Number of Transfers/Promotions	2003	200		119	No longer a separate measure
Number of Transfer/Promotions	2004	200	71	482	APPROVED B SERIES 138 C SERIES 88 I SERIES 04 J SERIES 04 M SERIES 223 O SERIES 05 U SERIES 03 PENDING; B SERIES 05 C SERIES 04 M SERIES 05
	2005	150			

Output Measures	Year	Projected	Mid-Year	Actual	Notes
# of Recommendations for Hire (Selected Applicants) reviewed and qualified.	2004	1500	253	1,442	1293 APPROVED 100 CANCELLED 02 NOT APPROVED 47 PENDING
	2005	1500			

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
Elimination of entire week of enrollment for the fire academy recruitment process. This process consisted of having 3-5 fire employees available all week answering questions and distributing pamphlets. The pamphlets, applications and qualifying process are a self service process on line.	2004	Time & Money		Completed	In the process of negotiating with the State Department to establish a direct link with their EMT license database to enable us to verify EMT licenses prior to allowing an application to be submitted on line.
Elimination of entire week of enrollment for the fire academy recruitment process. This process consisted of having 3-5 fire employees available all week answering questions and distributing pamphlets. The pamphlets, applications and qualifying process are a self service process on line.	2005	Time & Money	initiated mail on		

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
Access time to receiving and viewing applications	2004	Time		Implemented	Immediate access to all applications received on-line.
Access time to receive and view applications	2005	Time	Immediate & Consistent		

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
consistency and accessibility of the file maintenance of selection process	2004	Legal liability		75% Complete	Will be adding an on-line submittal for the Recommendation for Hire authorization form.

On-line file maintenance which provided consistency and immediate accessibility of the documentation required for the entire selection process

2005

Legal liability

mediate & Consi

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
Summer Hire Process: Accuracy in capturing and consolidating applicaitons, qualifications, and pre-employment requirements including background checks.	2004	Legal liability		Completed	Will continue to update and revise as needed.
	2005	Legal liability	mediate & accui		

Goal: GOVERNMENTAL EXCELLENCE AND EFFECTIVENESS**Parent Program Strategy: PERSONNEL SERVICES****Department: HUMAN RESOURCES****Service Activity: Employee Relations****4740000*****Service Activity Purpose and Description***

To promote harmonious and cooperative relationships between employees represented by labor unions and City management, and to protect the public interest by assuring, at all times, the efficient, orderly and uninterrupted operations and functions of the City. To administer the collective bargaining agreements, assist client departments on employee relations issues, and coordinate the city's compliance with the labor agreements.

Changes and Key Initiatives

The key initiatives for FY 04 will be:

- 1) to continue implementation of interest based negotiations training for both management and union leaders,
- 2) to utilize interest based negotiations as appropriate and possible,
- 3) to improve management understanding of, and compliance with, the City's collective bargaining agreements.

Input Measure (\$000's)

2003	110	110 GENERAL FUND	124
2004	110	110 GENERAL FUND	218
2005	110	110 GENERAL FUND	214

Strategic Accomplishments

FY03 (projected) negotiation of six (6) collective bargaining agreements.

<i>Output Measures</i>	<i>Year</i>	<i>Projected</i>	<i>Mid-Year</i>	<i>Actual</i>	<i>Notes</i>
Collective bargaining agreements to be negotiated within the fiscal and operational constraints established by management.	2003	4		4	
	2004	7		6	Collective Bargaining Agreements are still in the negotiation process. Three of the Collective Bargaining Agreements have selected to use Interest Based Bargaining process.
	2005	7	7		

<i>Quality Measures</i>	<i>Year</i>	<i>Projected</i>	<i>Mid-Year</i>	<i>Actual</i>	<i>Notes</i>
Management and union negotiating teams will receive interest based negotiation training prior to the opening of negotiations.	2004	4		3	Three Bargaining Units have received the Interest Based Bargaining Training.
	2005	4	4		

Goal: GOVERNMENTAL EXCELLENCE AND EFFECTIVENESS**Parent Program Strategy: PERSONNEL SERVICES****Department: HUMAN RESOURCES****Service Activity: Employee Equity****4741000****Service Activity Purpose and Description**

To protect the lawful rights of City employees and minimize the liability of the City on discrimination in employment issues. The functions of the Employee Equity Office (EEO) include responding to EEOC charges, conducting investigations, and providing various training programs. In addition, EEO is responsible for ensuring ADA compliance by providing assistance to departments to ensure that City programs and services are accessible to persons with disabilities.

Changes and Key Initiatives

Provide training to department HR Coordinators to allow for co-investigations of internal complaints.

Input Measure (\$000's)

2002	110	110 GENERAL FUND	109
2003	110	110 GENERAL FUND	143
2004	110	110 GENERAL FUND	181
2005	110	110 GENERAL FUND	185

Strategic Accomplishments

In FY03 developed a comprehensive Harassment Avoidance Training and updated city policies.

<i>Output Measures</i>	<i>Year</i>	<i>Projected</i>	<i>Mid-Year</i>	<i>Actual</i>	<i>Notes</i>
EEOC Complaints Investigated	2001			88	
	2002	70			
EEOC Complaints Investigated	2003	44			
	2004	40	44	51	EEOC / HRD charges: A. Charges received from 07/03 through 03/04: 51 B. Investigations / responses filed from 07/03 through 03/04: 41 C. "Cause" findings received from 07/03 through 03/04: 4 D. "No cause" findings received from 07/03 through 03/04: 25 E. Successful EEOC mediations: 8 F. Total EEOC mediations: 9 G. Internal Complaints subsequently filed with EEOC: 3
	2005	40			

<i>Output Measures</i>	<i>Year</i>	<i>Projected</i>	<i>Mid-Year</i>	<i>Actual</i>	<i>Notes</i>
Number of Supervisors receiving specific ADA training.	2003	100			
	2004	100		500	
	2005	100			

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Number of new employees receiving specific ADA training.	2003	350			
	2004	350		676	First Quarter: 288
	2005	350			

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Number of consultations with departments concerning ADA issues.	2003	300			
	2004	300		320	First Quarter: 350
	2005	300			

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Number of consultations with COA employees concerning their disability issues, reasonable accommodations, and return to work.	2003	60			
	2004	60		208	First Quarter: 125
	2005	60			

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Number of supervisors trained in Harassment Avoidance Policies.	2004	400	914	1558	First Quarter: 425 Total employees (including supervisors) receiving Harassment Avoidance Training: 914
	2005	400			

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Number of internal investigations related to discrimination issues.	2004	20	28	34	First Quarter: received 22 internal complaints since 07/01/03. Six required full investigations and reports. Internal investigations and consultations 7/1/03 - 3/18/04: 28
	2005	20			

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
Unresolved complaints filed with EEOC	2001			5	
Unresolved complaints filed with EEOC	2002	0			
	2003	0			
	2004	5		3	
	2005	5			

Goal: **GOVERNMENTAL EXCELLENCE AND EFFECTIVENESS**

Parent Program Strategy: PERSONNEL SERVICES

Department: **HUMAN RESOURCES**

Service Activity: Compensation

4760000

Service Activity Purpose and Description

Compensation establishes and provides a compensation program for classified City employees, an equitable classification system and ongoing communication and service. Its primary customers/clients are city departments, employees for transfer or promotion and outside applicants seeking employment.

Changes and Key Initiatives

Continue to maintain a competitive and equitable compensaton program.

Finalize city's position descriptions within database system.

Review classification of positions and job requirements to ensure consistency and appropriateness for advertising.

Continuation of FLSA implementation process with the goal of developing procedural and compliance guidelines

Input Measure (\$000's)

2002	110	110 GENERAL FUND	239
2003	110	110 GENERAL FUND	199
2004	110	110 GENERAL FUND	250
2005	110	110 GENERAL FUND	247

Strategic Accomplishments

Review and standarize job requirements; reviewing and content and classification of positions for consistency.

Finalize 70% of city's job descriptions within database system.

Develop and implement procedural and compliance guidelines for FLSA

<i>Output Measures</i>	<i>Year</i>	<i>Projected</i>	<i>Mid-Year</i>	<i>Actual</i>	<i>Notes</i>
Completion of Classification Review process	2001			90%	
Completion of Classification Review process	2002	90%	95%		
Completion of Andersen Review process	2003	100%		70%	Ongoing finalization of job specifications and position reviews of positions not evaluated by executive committee review.

<i>Output Measures</i>	<i>Year</i>	<i>Projected</i>	<i>Mid-Year</i>	<i>Actual</i>	<i>Notes</i>
Finalize job specifications	2001			20%	
Finalize job specifications	2002	65%	90%		
Finalize job specifications	2003	30%		45%	Ongoing revision of job specifications.

	2004	200	417	417	Ongoing process of revising and updating job specifications and revivieing specifications related to classifications that are changing and or vacant.
					New Manager FY05 actual year end numbers not available.
Finalize job descriptons	2005	TBD			

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Implement Phase 3 of Classification component	2001			4,976	
Implement Phase 3 of Classification component	2002	1657	100%		

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Implement next phase of Classification study	2001			1/02	
Implement next phase of Classification study	2002	1/03	1/04		
Implement next phase of Classification study	2003	7/03		7/03	Last phase completed.
	2004	7/03	see note	100%	7/03 Final classification phase was implemented.

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Complete FLSA M series study.	2003	100%		75%	The last procedural implementation of the project is now in process. FLSA training and guidelines will conducted and developed.
	2004	35%	29%	90%	The last implementation of the study is being conducted. Interviews with those whose status was affected are being conducted, procedural guidelines and training on FLSA will be developed and implemented.
Complete the implementation of the FLSA M series study by 1st qtr FY05.	2005	100%			

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Create new positions	2004	20	64	100	New positions created.
Creation of new positions	2005	50			

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Position changes in classification	2004	42	see note	65	Analysis and changes to positions is continous due to new requirements, licensure, union issues etc.
					This output measure incorporated into reclassification measure

Output Measures	Year	Projected	Mid-Year	Actual	Notes
Reclassification of positions	2004	130	65	65	Conducted desk audits, interviews with Supervisor and employee. Made recommendations to HR Director for CAO review and or approval.
					New Manager FY05 actual year end numbers not available.
Requests for review, change or reclassification of positions.	2005	100			
Output Measures	Year	Projected	Mid-Year	Actual	Notes
Departmental reorganization analysis	2004	4	6	6	Reorganizations departmental or within departments. Gave guidance and classification information regarding the changes in positions and the reorganization process.
					New Manager FY05 actual year end numbers not available.
Output Measures	Year	Projected	Mid-Year	Actual	Notes
FLSA changes to positions	2004	85	85	85	Interviews are being conducted with employees regaring FLSA status change.
Output Measures	Year	Projected	Mid-Year	Actual	Notes
Analysis of education/experience requirements for advertisement.	2004	1800	417	417	Analysis of positions to be released for advertisement. Revisions and or modifications to specifications.
					New Manager FY05 actual year end numbers not available.
Review and analysis of job requirements and description content for consistency and utilization in advertising process.	2005	TBD			
Output Measures	Year	Projected	Mid-Year	Actual	Notes
Analysis of requests for positions	2004	260	122	122	Review of existing positions for possible changes and/or revision.
					New Manager FY05 actual year end numbers not available.
Output Measures	Year	Projected	Mid-Year	Actual	Notes
Verification of salary for recommendation of new hires or promotions.	2004	1820	71	71	
					New Manager FY05 actual year end numbers not available.

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
Timely implementation of future Classification study phases	2001			1/02	
	2002	see notes			0% due to bugetary restrains.
30% of draft job specifications will be finalized and in the approved status.	2003	see notes			Phase 4 dependent on budgetary restraints.
Timely implementation of final Classification Compensation study phase four (4).					

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
Finalize 50 draft job specifications.	2004	50		62	These are positions: 1) Not revised in the study 2) Never looked at or did not have job specifications

Goal: GOVERNMENTAL EXCELLENCE AND EFFECTIVENESS**Parent Program Strategy: PERSONNEL SERVICES****Department: HUMAN RESOURCES****Service Activity: Employment Testing****4761000*****Service Activity Purpose and Description***

The Employment Testing Division develops, validates, and administers the entry-level and promotional examinations for Public Safety Departments; and provides test results to these departments for their considerations in the selection of cadets as well as promotional opportunities for the officers. All employment promotional testing processes are done in accordance with the Federal Uniform Guidelines on Employee Selection Procedures and the City of Albuquerque's Personnel Rules and Regulations, Section 200--Testing and Examinations.

Changes and Key Initiatives

Design a new format to report the City's Clerical Test Scores for easier interpretations by user department coordinators.

Continually research and recommend alternative methods of test development and administration.

Participate in the GEAR process.

Input Measure (\$000's)

2002	110	110 GENERAL FUND	132
2003	110	110 GENERAL FUND	254
2004	110	110 GENERAL FUND	229
2005	110	110 GENERAL FUND	229

Strategic Accomplishments

Continue to incorporate strategic planning in the public-safety senior management promotional process in FY-04.

FY-04: Revised the Albuquerque Fire Department Promotional Procedures

<i>Output Measures</i>	<i>Year</i>	<i>Projected</i>	<i>Mid-Year</i>	<i>Actual</i>	<i>Notes</i>
# of Entrance & Promotional Tests developed	2001			14	
	2002	14	8	11	
# of Entrance & Promotional Tests developed					
# of Entrance & Promotional Tests developed	2003	12		9	
	2004	8	4	8	Timeline for promotional exams revised due to reduction in Testing Staff.
	2005	8			

<i>Output Measures</i>	<i>Year</i>	<i>Projected</i>	<i>Mid-Year</i>	<i>Actual</i>	<i>Notes</i>
Entrance & Promotional level tests administered (#of applicants/candidates)	2001			1,700	
	2002	1,700	1,642	1,724	
Entrance & Promotional level tests administered (#of applicants/candidates)					
Entrance & Promotional level tests administered (#of applicants/candidates)	2003	1,800		1540	
	2004	1,500		1259	
	2005	1,500			

Output Measures	Year	Projected	Mid-Year	Actual	Notes
# of ANew Employee Orientations	2001			410	
	2002	559		600	
# of employees attending New Employee Orientations	2003			559	Measure moved to TOE.

Output Measures	Year	Projected	Mid-Year	Actual	Notes
# of Clerical, keyboard & accounting examinations administered (# of applicants/candidates)	2001			990	
	2002	1,000	923	972	
# of Clerical, keyboard & accounting examinations administered (# of applicants/candidates)	2003	610		572	
	2004	610	497	521(from 7/04 to 3/04)	As of April 2004, the City adopted a policy of: -accepting the DOL typing test results;and -eliminating the clerical test requirements for all clerical positions.
# of Clerical examinations administered (# of applicants/candidates)	2005	510			

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
Subject-matter experts (smes) level of confidence in the job-relatedness of the testing instruments developed for all public safety departments.	2001			see notes	4.5 (12 respondents)
Subject-matter experts (smes) level of confidence in the job-relatedness of the testing instruments	2002	see notes		4.5	4.5 (12 respondents)
Subject-matter experts (smes) level of confidence in the job-relatedness of the testing instruments developed for all public safety departments.	2003	4.3		4.5	Based on a Likard Scale of 5.0 (15 subject-matter experts)
	2004	4.3 based on a 5 pt scale	See Note	4.3	Based on a Likard Scale of 5.0 (15 subject-matter experts)
	2005	4.3 based on a 5 pt scale			

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
Candidate's level of satisfaction with testing process	2001			see notes	4.3 (1,145 Respondents)
	2002	see notes		4.4	4.4 (1,000 respondents)
Candidates' level of satisfaction with testing process.	2003	4.0		4.3	Based on a Likard Scale of 5.0 (950 respondents)

2004	4.0 based on a 5-pt scale	4.3	Based on a Likard Scale of 5.0 (489 respondents)
2005	4.0 based on a 5-pt scale		

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
Percent of exam questions invalidated by the subject-matter experts.	2004	4% of 100 test items		No test item invalidated	No exam questions were invalidated as a result of Key Copy Review.
	2005	4% of 100 test items			

Goal: **GOVERNMENTAL EXCELLENCE AND EFFECTIVENESS**

Parent Program Strategy: PERSONNEL SERVICES

Department: **HUMAN RESOURCES**

Service Activity: Training and Organizational Excellence

4799000

Service Activity Purpose and Description

The purpose of the service activity:

Services Delivered:

Provide career awareness and training opportunities for existing and potential employees.

Develop and provide in-service skill training programs in all departments.

Design and implement leadership and management skill training programs.

Provide consultation services for organizational development and design.

Primary Customers: The division's primary customers/clients are city employees and departments.

Customer Conditions: Exceeded expectations.

Changes and Key Initiatives

Due to a 50 percent reduction in full-time training analyst positions at mid-year during FY02, Training restructured its strategic approach to providing training, career counseling, consultative, and facilitative services to its customers. This is being accomplished by:

Developing course content and deploying a "Train the Trainer" approach to utilize City employees as trainers to meet department needs in a variety of subject areas.

Developing and beginning an initial deployment of an on-line/Web Based Training library, which utilizes the internet and intranet.

Researching the feasibility and developing the framework for a "Corporate University" approach for the City.

Creating partnerships with other entities to find low cost/no cost training delivery methods.

The development and deployment of the COA Management Development Institute (MDI) will be initiated. The MDI can be considered the initial formal pillar of a COA Corporate University structure. During FY 04, three MDI programs will evolve:

- 1: The COA Management Development Certification Series. This series of approximately 20, four to eight hour training blocks, is intended to for non-management /supervisory City employees. It's blended learning design will prepare graduates of the program to be more competitive and knowledgeable in the areas required for managing the areas of human and conceptual skills and thinking.
- 2: The COA Leadership/Supervisory Development Program. This 48- hour learning experience is required training for all new COA supervisors. It will be delivered in a blended learning format.
- 3: Annual Mandatory COA Supervisory Training. The purpose of this training is to establish a annual competency based training series for all COA supervisory managers. The focus of this years training will be Human Resource Skills the Non-HR Professionals.

Input Measure (\$000's)

2002	110	110 GENERAL FUND	565
2003	110	110 GENERAL FUND	379
2004	110	110 GENERAL FUND	437
2005	110	110 GENERAL FUND	428

Strategic Accomplishments

FY/02:

-Provided tiered management training opportunities to executive, mid, and line level managers in quality, strategic, facilitative and basic management techniques. The courses offered were, UNM Anderson School Quality Management Certificate Program, Executive Management Training for the Employee Work Plan, Facilitative Leadership, Supervisory Development Program, and the Leadership Academy.

-Eighty (80) mid and executive level City managers received 40 hours of training to become trainers enabling them to go back to their organizations and train their managers on the development and deployment of the Employee Work Plan System.

-In collaboration with the ISD Division and the Family and Community Services Department, City employees have received basic computer software application training in Windows, Word, Access, and PowerPoint.

FY/03 (projected):

-Eighty (80) City employees completed a train the trainer program for specific course content so they may provide training for their departments.

-On-line/Web Based Training library by utilizing the COAWEB intranet is deployed in its initial stage.

- Potential frameworks for a "Corporate University" approach for the City have been researched.

- Redesign and deploy New Employee Orientation Program.

Output Measures	Year	Projected	Mid-Year	Actual	Notes
# of employee receiving career counseling	2001			100	
	2002	100		100	
# of employee receiving career counseling	2003	100		55	
# of employees receiving career counseling	2004	100	46	112	First Quarter: 20
	2005	100	35	112	

Output Measures	Year	Projected	Mid-Year	Actual	Notes
# of employees receiving training	2001			5,900	
	2002	5,900		5900	
# of employees receiving training	2003	2500		2526	
# of employees receiving training	2004	2500	1365	3030	First Quarter: 448
	2005	2500	1354	3030	

Output Measures	Year	Projected	Mid-Year	Actual	Notes
# of employees receiving tuition assistance	2001			650	
	2002	650		650	
# of employees receiving tuition assistance	2003	500		449	The Tuition Assistance fund was reduced from 150,000(FY02) to 100,000. Participation will decline by 150 due to the reduction in funding causing there to be no Summer 03 tuition cycle.

2004	500	173	374	<i>The Tuition Assistance fund was reduced from 150,000(FY02) to 83,000. Participation will decline by 150 due to the reduction in funding causing there to be no Summer 04 tuition cycle.</i>
				<i>////First Quarter 04: 173 city employees participated</i>
2005	500	178	378	<i>No summer tuition assistance funding due to reduced budget.</i>

Output Measures	Year	Projected	Mid-Year	Actual	Notes
# of employees taking managment/leadership training and using consultative services	2001			325	
# of employees taking managment/leadership training and using consultative services	2002	400		1245	<i>Number is higher due to Employee Work Plan Training Sessions for all M-series</i>
	2003	400		659	
	2004	400	147	554	<i>First Quarter: 65</i>
# of employees taking managment/leadership training and using consultative services	2005	400	312	554	

Output Measures	Year	Projected	Mid-Year	Actual	Notes
# of employees taking personal/career enhancement training	2001			1,310	
# of employees taking personal/career enhancement training	2002	1,310		1000	
# of employees taking personal/career enhancement training	2003	500		511	
	2004	500	140	699	<i>These courses to be offered during the 2nd, 3rd, & 4th quarter.</i>
	2005	500	201	654	

Output Measures	Year	Projected	Mid-Year	Actual	Notes
# organizational change efforts	2001			53	
# organizational change efforts	2002	53		49	
# organizational change efforts	2003	12		14	
	2004	12	8	13	<i>first quarter 04: Leading 6 change efforts. Corrections & Detention /Parks and Recreation / Enviromental Health - AQD / Planning / Office of Municipal Development / Economic Development</i>
	2005	12	7	13	

Output Measures	Year	Projected	Mid-Year	Actual	Notes
# of employees that have been trained as trainers on specific course subjects	2003	80		78	

2004	40	25	36	<i>First Quarter: 25</i>
2005	40	22	36	

Output Measures	Year	Projected	Mid-Year	Actual	Notes
# of Web Based Training Modules available through the COAWEB	2003	TBD		12	
	2004	TBD	TBD	TBD	<i>Managers Tool Kit and Pre Management Modules to be placed on line Oct. 2004. Final review stages during June 2004.</i>
	2005	TBD	TBD	TBD	

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
# of Organizational Change efforts in which training is involved	2001			53	
	2002	53		49	
# of Organizational Change efforts in which training is involved	2003	12		14	
	2004	12	8	13	
	2005	12	7		

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
# of Developed Learning Organizations within Departments	2001			3	
# of Developed Learning Organizations within Departments	2002	4		4	
	2003	4		4	
	2004	4	4	4	
	2005	4	4		

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
Client's Confidence in Subject Matter Experts	2001			3.9	
	2002	3.9		3.79	
Client's Confidence in Subject Matter Experts	2003	3.9		3.8	<i>(Rating Scale: 1=poor 2=fair 3=good 4=excellent) Based of 700 surveys</i>
	2004	3.9	3.7	3.7	<i>(Rating Scale: 1=poor 2=fair 3=good 4=excellent) Based of 1400 surveys</i>
	2005	3.9	3.6		

Quality Measures	Year	Projected	Mid-Year	Actual	Notes
Client's Confidence in Program/Course Content	2001			3.9	
	2002	3.9		3.81	
Client's Confidence in Program/Course Content	2003	3.9		3.7	(Rating Scale: 1=poor 2=fair 3=good 4=excellent) Based of 700 surveys
	2004	3.9	3.7	3.69	(Rating Scale: 1=poor 2=fair 3=good 4=excellent) Based of 1400 surveys
	2005	3.9	3.6		